

# EXHIBIT 3

fficer - Last Approved Position Description

UHR Only

HR Consultant:

## General Position Information

## EMPLOYEE DETAILS

Employee Last Name:	VACANT
Employee First Name:	VACANT
Employee Number:	000000
Employee Type:	No Response

## PURPOSE OF THIS REQUEST

Please identify the type of request that is being submitted. Check One

Role Change (Staff Only)

If you have selected Role Change, please provide requested Role Title

Financial Services Manager II

Request Approved by HR:

Select one.

RC - Upward

Why is this request being submitted?

Our previous Director of Finance resigned her position. This is to fill that vacancy and assign additional duties to the position.

Is this position to be posted?

Yes

Effective Date:

BiWeekly Payroll Calendar

01/23/2012

Monthly Payroll Calendar

## ACTION NOTES

OCM Notes to Department

Department Notes to OCM

Put your user type and/or name first and then the message to OCM. Please be advised that Supervisor/Manager, Approver1, Approver2, and OCM users see your notes in this field.

## CONTACT INFORMATION

86  
88

Contact Name	Brooks, Joyce H
Contact Telephone Number: (format: xxx-xxx-xxxx)	276-619-4349
Contact E-mail Address: (format: xxxxx@virginia.edu)	jbrooks@swcenter.edu
Contact FAX Number:	276-619-4309
Organization Users	Brooks, Joyce Fowlkes, Rachel
Employee User	

<b>POSITION INFORMATION</b>
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Organization	20370 SW-SW VA H Ed Ctr
School/Unit	SW Virginia Higher Ed Center
Position Summary:	<p>Lead and supervise the financial department of the agency including budget development, procurement, revenue generation, reconciliation, grant applications and management, and the SWVHEC Foundation.</p> <p>Serve as the Agency's chief financial officer for all matters concerning State budgets, strategic planning, capital construction, and regulatory functions.</p> <p>Provide financial advising for R&amp;D grant applications, grant recipients, and the grants administrator.</p> <p>Develop and initiate sustainable revenue growth for the SWVHEC and SWVHEC Foundation.</p> <p>Serve on the Agency's Executive Management Team</p> <p>Develop continuing education courses for financial professionals.</p> <p>Performs work of varied and considerable difficulty requiring advanced data collection, analysis, forecasting, and compiling and writing reports.</p> <p>Applies knowledge of accounting principles, auditing standards, budgeting practices, public administration, and/or legal and regulatory compliance.</p> <p>Interacts frequently with internal and external senior officials, professionals, and the public requiring a high level of communication skills to analyze or resolve issues.</p> <p>Develops, interprets, and/or evaluates compliance with policies and procedures.</p> <p><b>RESULTS</b></p> <p>Significant impact with the potential to gain or lose public goodwill and revenues from multiple sources.</p> <p>Significant impact on various statewide and/or institutional systems.</p> <p>May impact policy and budget decisions at agency level.</p> <p>Decisions made impact the effectiveness and efficiency of administrative and business processes.</p>

	<b>ACCOUNTABILITY</b> Works independently or as a team member within existing guidelines and policies. May provide peer assistance in specialty area or serve as a leader for a team or small work unit. Serves as a resource to others in resolving more complex problems. Exercises considerable discretion and judgment in making recommendations related to the allocation of funds, payment rates, expenditures or investments.
Working Title:	CHIEF FINANCIAL OFFICER
Agency Code:	948 SW VA Higher Ed Center
Type of Compensation:	Salaried
Payroll:	Bi-weekly
Number of Work Hours Per Week: (format: xx.xxxx)	40
Number of Months/Year:	12
End Date of Position (if applicable):	
Location of Position:	HR-Washington County
Drug Testing Required?	
(Typically positions involved in patient contact, mass transportation or law enforcement are included)	No
Is this position eligible for Telecommuting?	No
Is this position approved for an Alternate Work Schedule?	No
Integrated System (Oracle) Purchasing Responsibility Assigned?	No
Funding Source(s):	State
Please identify the sources of funding and percentage:	102202.101.SR00096.20370
Distinguishing Characteristics: <a href="#">Click Here</a> for more information.	
Emergency Assistance:	May be required to perform other duties as assigned. May be required to assist the agency or state government generally in the event of an emergency declaration by the Governor.
Current Salary:	
Approved Salary:	

<b>POSITION IDENTIFICATION</b>
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Action Number	034912
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US Position Number:	
Position Number	R1492
Position Type:	University Managerial and Professional Staff
UVa Job Title:	TBD-8023
UVa Job Title Code:	8023
Posting UVa Job Title:	
<b>College and University Personnel Association (CUPA)</b>	
Select the CUPA Survey job code that best reflects the primary purpose of the UVa job.	No Response
<b>Western Management Group's EduComp (WE)</b>	
Select the EduComp Survey job code that best reflects the primary purpose of the UVa job.	No Response
<b>Watson Wyatt (WW)</b>	
Select the WW Survey job code that best reflects the primary purpose of the UVa job.	WW - 1470 Human Resources Assistant
WW Level Indicator	3
Select the level.	
<b>Additional Surveys</b>	
Select additional Survey job code that best reflects the primary purpose of the UVa job.	No Response
Market Range - Lower Reference:	\$1
Market Range - Upper Reference:	\$999,999
Market Range Disclaimer:	The advertised "Market Range" is only applicable to employees who are hired as "University Staff". Should the selected candidate be a current UVA "Classified Staff" employee and elect to remain "Classified Staff" in this position, their employment conditions will be governed by the State of Virginia Personnel Act and the limits therein.
Job Group	3A
Job Group Name	PROFESSIONALS - NON-FACULTY - MGR
Underutilization Class- Female	No
Female Availability Rate (%)	
Underutilization Class - Minority	Yes

Minority Availability Rate (%)	17.51
Appointment Type:	
Title	Accounting Manager C
Title Code	23418
Role Title	Financial Services Manager II
Role Code	19035
Rank:	
Pay Band:	6
Pay Band Range:	\$53,510 - \$109,818
Grade	Classified.6.
Career Group:	Financial Services
Occupational Family	Administrative Services
Type of Application:	Staff Application
EEO Category:	Professionals
EEO-6 Code:	3
EEO-6 Sub Code:	E
IPEDS Category:	
SOC Code:	11-3031
Conflict of Interest Statement Required:	No
FLSA Exemption Status:	Exempt
Employment Posting Category	Current UVA Employees Only
Is Health Care License Required?:	No

<b>POSITION SUPERVISION</b>
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Name:	Fowlkes, Rachel D
Employee Number:	136823
Role Title:	Assistant Professor
Action Number	034912
Position Number	FP169

**FLSA DETERMINATION**

If the responsibilities and duties of this position suggest that the position be "exempted" from the requirements of the Fair Labor Standards Act (FLSA) complete each question listed below. When completed, please mark FLSA designation in the "FLSA Exemption Classification" section below. Otherwise, advance to the "FLSA Exemption Classification" section below and select "Non-Exempt".

**Executive Exemption**

Is this employee compensated on a salary or fee basis at a rate of not less than \$455 per week, exclusive of board, lodging, or other facilities?

Is the employee's primary duty managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise?

Does the employee customarily and regularly direct the work of two or more other full-time employees or their equivalent?

Does the employee have the authority to hire or fire other employees, or are this employee's suggestions as to the hiring, firing, advancement, promotion or any other change of status of other employees given particular weight?

Executive Exemption Indicator:

Does not meet the criteria for Executive Exemption

**Administrative Professional Exemption**

Is this employee compensated on a salary or fee basis at a rate of not less than \$455 per week, exclusive of board, lodging, or other facilities?

Is this employee's primary duty the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers?

Does the employee's primary duty include the exercise of discretion and independent judgment with respect to matters of significance?

Administrative Professional Exemption Indicator:

Meets the criteria for Administrative Exemption

**Educational Administrative Professional Exemption**

Is this employee compensated on a salary or fee basis at a rate of not less

than \$455 per week, exclusive of board, lodging, or other facilities?

Is the employee compensated for services on a salary basis which is at least equal to the entrance salary?

Is the employee's primary duty performing administrative functions directly related to academic instruction or training in an educational establishment or department or subdivision thereof?

Educational Administrative Professional Exemption Indicator

Does not meet the criteria for Educational Administrative Professional Exemption

**Computer Professional Exemption**

Is this employee compensated on a salary or fee basis at a rate of not less than \$455 per week, exclusive of board, lodging, or other facilities or, if compensated on an hourly basis, at a rate not less than \$27.63 an hour?

Is this employee employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field?

Does the employee's primary duty consist of one or more of the following:

(A) The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software, or system functional specifications;

(B) The design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;

(C) The design, documentation, testing, creation, or modification of computer programs related to machine operating systems; or

(D) A combination of the aforementioned duties, the performance of which requires the same level of skills?

Computer Professional Exemption Indicator

Does not meet the criteria for Computer Professional Exemption

**Learned Professional Exemption**

Is this employee compensated on a salary or fee basis at a rate of not less than \$455 per week, exclusive of board, lodging, or other facilities?

Is this employee's primary duty the performance of work requiring advanced



knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment?

Is the advanced knowledge required for this employee's primary duty in a field of science or learning?

Is the advanced knowledge required for this employee's primary duty customarily acquired by a prolonged course of specialized intellectual instruction?

Is this employee's primary duty teaching, tutoring, instructing or lecturing in the activity of imparting knowledge and is this employee employed as a teacher by an educational establishment and actively engaged in this activity?

Is this employee the holder of a valid license or certificate permitting the practice of law or medicine or any of their branches and actually engaged in the practice thereof?

Is this employee the holder of the requisite academic degree for the general practice of medicine and engaged in an internship or resident program pursuant to the practice of the profession?

Learned Professional Exemption Indicator

Does not meet the criteria for Learned Professional Exemption

#### **Creative Professional Exemption**

Is this employee compensated on a salary or fee basis at a rate of not less than \$455 per week, exclusive of board, lodging, or other facilities?

Is this employee's primary duty the performance of work requiring invention, imagination, originality, or talent in a recognized field of artistic or creative endeavor?

Creative Professional Exemption Indicator

Does not meet the criteria for Creative Professional Exemption

FLSA Exemption Classification Check One

Exempt

#### **Responsibilities and Duties**

Percent of Duty Total: **100**

#### **3 Records**

Percentage of Time	Responsibility Statement	Duties	Level of Importance
50	Supervision of financial department	Lead and supervise the financial department of the agency including budget development, budget oversight, procurement, revenue generation, reconciliation, grant applications and	High

		management, and the SWVHEC Foundation. Develop continuing education courses for financial professionals. Develop and initiate sustainable revenue growth for the SWVHEC and SWVHEC Foundation. Serve on the Agency's Executive Management Team	
25	Serve as Chief Financial Officer	Serve as the Agency's chief financial officer for all matters concerning State budgets, strategic planning, capital construction, and regulatory functions.	High
25	Provide oversight of grant applications	Provide financial advising for R&D grant applications, grant recipients, and the grants administrator.	High

## Qualifications

### EDUCATION

#### Required Education

What is the minimum level of formal education **required** to successfully perform the duties and responsibilities of the position? Choose one.

Bachelor's Degree

If any specific degree/training is **required**, please specify:

Bachelor's Degree in Accounting and Certified Public Accountant licensure.

#### Preferred Education

What level of education is **preferred** to successfully perform the duties and responsibilities of the position? Choose one.

Master's Degree

If any specific degree/training is **preferred**, please specify type:

Master's in Business Administration, Accounting, or finance. A bachelor's degree with licensure as a Certified Public Accountant will be considered in lieu of a Master's degree.

### EXPERIENCE AND CERTIFICATION

#### Required Experience

Considerable - 4 to 7 years

If any experience is **required**, please specify kind of experience:

Experience in business accounting.  
Demonstrated experience in the generation of revenue.

#### Preferred Experience

Extensive - 7 years plus

#### Preferred Experience

If any experience is **preferred**, please specify kind of experience:

Experience working in both for profit and governmental organizations, working with mergers and acquisitions, and SEC filings, and in the leadership of teams.

#### Required License or Certification:

No

If yes, what is the **required** License or Certification:

#### Is Health Care License Required?:

No

#### Preferred License or Certification:

Yes

If yes, what is the **preferred** License or Certification.

Certified Public Accountant licensure

### KNOWLEDGE, SKILLS AND ABILITIES

**Required** Knowledge, Skills and Abilities:

Extensive knowledge of accounting and audit principles.

**Preferred** Knowledge, Skills and Abilities:

Knowledge of acquisitions, grants.

**Required** Computer Applications:

Microsoft Office Applications

**Preferred** Computer Applications:

Oracle

### Level of Independent Activity

In terms of overall job responsibilities, to what degree does an incumbent determine own work priorities? Choose one.

Determines priorities more than 50% of time

Are there formal guidelines, government regulations, policies that must be followed by the position (Exclude UVA & Commonwealth Human Resource Policies that cover all employees)?

Yes

If yes, please explain, include what policies, formal guidelines or government regulations are involved:

ARMICS

To what degree does this position require decision-making or problem solving skills, as a primary function of the position? (This normally involves analyzing and synthesizing complex information or recommendations from several sources). Choose one.

Overriding job requirement

Site specific examples of decisions made with supervisory guidance AND specific examples of decisions made without supervisory guidance.

With: Strategic planning or any action that requires interfacing with the Department of Planning & Budget  
Without: Working with the businesses within our grant family and the day-to-day management of the finance department.

Does this position have budgetary responsibilities (Normally, would not include single function duties such as data entry or data collection)?

Yes

If yes, please describe the extent of these responsibilities to include number and dollar value of accounts and/or grants. For grants positions, designate pre and/or post award.

This position will have oversight of 2.8 million in state budget monies and 17 million in grant monies.

### Contacts of Position

2 Records

Offices or Organizations	Purpose of Contact	Level of Contact	Frequency of Contact
VA Department of Planning and Budget	Gather and disseminate information...	Outside UVA	As Needed



University of Virginia

Gather and disseminate  
information...Inside and Outside  
UVA

As Needed

**Working Conditions and Physical Requirements****Working Environment**

Check the appropriate box(es) that best describes the environment in which the primary function of the position is performed.

Office Environment

If you have indicated "Other Environment", if work tasks involve one or more of the above, or if further explanation is necessary, please use the space provided:

**Working Conditions & Exposures**

Please answer "Yes" or "No" to the questions below concerning the Working Conditions or Exposures (or potential exposures) that this position may encounter during the course of the work day.

Changes of Temperature	No
Extreme Heat > 100F	No
Exposure to Noise	No
Atmospheric Contaminants (includes odors & fumes)	No
Biohazard	No
Radiation	No
Exposure or Potential Exposure to Blood/Body Fluids	No
Chemical Hazards	No
Animal Handling	No
Electrical Current	No
Working Around Machinery	No
Working from scaffolding and high places	No
Walking/Standing on rough or uneven surfaces (gravel, rocks, etc)	Yes
Walking/Standing on wood, metal or concrete	Yes
Use of a firearm	No

Please describe, in more detail, any of the conditions answered with "Yes"

There is a chance that the candidate would visit new industrial sites, etc. that would be in the construction or renovation



phase.

### Physical Requirements

Please designate the time spent by this position, during an average work day (% of work time), performing any of the following, or in performing duties using any of the following bodily motions. If position does not require a particular motion, respond by checking N/A. Responses that exceed 26% of work time need to be described where indicated:

Crawling	0-25%
Kneeling	0-25%
Squatting	0-25%
Bending, Stooping, Twisting	0-25%
Sitting for sustained periods of time	26-50%
Standing for sustained periods of time	0-25%
Walking	0-25%
Driving	0-25%
Lifting Above Waist	0-25%
Lifting Below Waist	0-25%
Light Lifting - Less than 20 lbs.	0-25%
Moderate Lifting - 20 - 50 lbs.	0-25%
Heavy Lifting - More than 50 lbs	0-25%
Carrying	0-25%
Pushing/Pulling	0-25%
Climbing Ladders	0-25%
Climbing Stairs	0-25%
Repetitive Motion	0-25%
Use Both Hands	0-25%
Use of Either Hand, Independently	26-50%
Fine Finger Manipulation (keyboarding, pipefitting, bench work, etc)	26-50%
Wrist Movement (twisting or rotating)	0-25%
Describe any of the conditions selected above that are in excess of 26% time	

### Protective Clothing/Equipment

Please check the appropriate response for this position's use of the following protective clothing or equipment.

Latex Gloves	No
Protective Clothing	No
Respirator	No
Surgical Mask	No
Ear Protection (Including earplugs)	No
Eye Protection	No
If other protection is used please identify:	

#### Sensory Requirements

Please check the appropriate response that describe the sensory requirements for this position.

Vision (With and without corrective lenses)	Yes
Depth Perception	No
Color Vision	No
Peripheral Vision	No
Near Vision	Yes
Distant Vision	No
Hearing	Yes
Speaking	Yes

#### Reporting Relationships

4 Records

Type of Report:	Title:	Number of Positions At This Title:	Total FTE:	If Titles, Number of Positions and Total FTE are not known, indicate the circumstances when position will supervise others:
Direct	Business Manager	1	1	
Direct	Administrative Assistant	1	1	
Indirect	Director, Clean Energy	1	1	
No Response	Grants Administrator	1	1	

#### EOP/Provost Training

1 Record

Last Name	First Name	UVa Community Member	Computing ID	Search Committee Training	Hiring Official Training	Provost Tutorial	Search Committee Chair	Search Committee Co-Chair	Search Committee Member	Hiring Official	Role (Historical)
Brooks	Joyce	Yes	jhb5q				No	No	No	Yes	

## RESUME

William D. Carmack  
550 N. Court Street  
Abingdon, Virginia 24210  
276-628-7522  
[duffycarmack@hotmail.com](mailto:duffycarmack@hotmail.com)

### **Education:**

MBA (1999) California Costal University

Bank Management: (1989) University of Virginia Diploma

B.A. (1978) Emory and Henry College

### **Work Experience:**

1999 – Present: CEO Eye Physicians of Southwest Virginia. Responsible for fiscal operations, marketing, human resources, compliance and training for regional Ophthalmology practice. Established two Optical Centers responsible for inventory control and financial operations of each.

2005- Present: President Carmack Healthcare Management, LLC.

Clients include:

**Administrator for Johnston Memorial Hospital's Ambulatory Surgery Center.**  
Participated in research and development of this unique center including applying for Certificate of Need with the Commonwealth of Virginia and obtaining all licenses with the Virginia Department of Health and the DEA. Responsible for the daily oversight and operations of the facility. Budget preparation, supervision of 28 employees. Also manage the real estate and equipment holding companies that own and equip this facility.

**Consulting Manager** Abingdon Ear Nose and Throat. Provide periodic support in management and training for daily operations. Assist in capital budget process and recruitment of physicians for practice expansion. Attend monthly meeting of Board of Directors to assist physicians in the management and development of their private practice.

1995- 1999: COO and Director of Contracted Care Johnston Memorial Hospital:  
Responsible for the operations and fiscal management of following departments:  
Emergency, Case Management, Quality Management, Utilization Review, Industrial Health and Social Work. Worked as part of senior administration



1985-1995: SVP Bank of America. Managed one of the largest retail banking centers in the Commonwealth with loans and deposits approximating 97 million dollars. Responsibilities included loan and investment approval. Annual budget preparation, managing in excess of 30 employees, community marketing and economic development.

1983-1985: Executive Director Washington County Chamber of Commerce. Responsible for the Economic and Tourism Development for Washington County of Virginia. Worked closely with the Virginia Department of Economic Development to plan and implement Industrial Parks and recruit industry and business into our community.

1981-1983: Virginia Employment Commission (CETA Division). Worked as a Contract Officer for the VEC to take funds from the Department of Labor and establish On-The-Job Training Programs within private industry through 13 counties of Southwest Virginia.

1978-1981: Math Teacher Washington County Public Schools.

**Community Activities:**

Member of Abingdon Rotary Club

President of the Johnston Memorial Community Foundation Board

Chairman of the Washington County Board of Zoning Appeals

Past Member of the Foundation of Washington County Public Library

Past President Washington County Chamber of Commerce

Member of Sinking Spring Presbyterian Church

Organization	20370 SW-SW VA H Ed Ctr
School/Unit	SW Virginia Higher Ed Center
Position Summary	<p>Lead and supervise the financial department of the agency including budget development, procurement, revenue generation, reconciliation, grant applications and management, and the SWVHEC Foundation.</p> <p>Serve as the Agency's chief financial officer for all matters concerning State budgets, strategic planning, capital construction, and regulatory functions.</p> <p>Provide financial advising for R&amp;D grant applications, grant recipients, and the grants administrator.</p> <p>Develop and initiate sustainable revenue growth for the SWVHEC and SWVHEC Foundation.</p> <p>Serve on the Agency's Executive Management Team</p> <p>Develop continuing education courses for financial professionals.</p> <p>Performs work of varied and considerable difficulty requiring advanced data collection, analysis, forecasting, and compiling and writing reports.</p> <p>Applies knowledge of accounting principles, auditing standards, budgeting practices, public administration, and/or legal and regulatory compliance.</p> <p>Interacts frequently with internal and external senior officials, professionals, and the public requiring a high level of communication skills to analyze or resolve issues.</p> <p>Develops, interprets, and/or evaluates compliance with policies and procedures.</p> <p><b>RESULTS</b></p> <p>Significant impact with the potential to gain or lose public goodwill and revenues from multiple sources.</p> <p>Significant impact on various statewide and/or institutional systems.</p> <p>May Impact policy and budget decisions at agency level.</p> <p>Decisions made Impact the effectiveness and efficiency of administrative and business processes.</p> <p><b>ACCOUNTABILITY</b></p> <p>Works independently or as a team member within existing guidelines and policies.</p> <p>May provide peer assistance in specialty area or serve as a leader for a team or small work unit.</p> <p>Serves as a resource to others in resolving more complex problems.</p> <p>Exercises considerable discretion and judgment in making recommendations related to the allocation of funds, payment rates, expenditures or investments.</p>
Working Title	CHIEF FINANCIAL OFFICER
Agency Code	948 SW VA Higher Ed Center



Integrated System (Oracle) Purchasing Responsibility Assigned?	No
Conflict of Interest Statement Required	No

  

<b>POSITION IDENTIFICATION</b>	
US Position Number	
Position Number	R1492
Position Type	University Managerial and Professional Staff
Job Group	3A
Job Group Name	PROFESSIONALS - NON-FACULTY - MGR
Underutilization Class - Female	No
Female Availability Rate (%)	
Underutilization Class - Minority	Yes
Minority Availability Rate (%)	17.51

  

<b>POSITION SUPERVISION</b>	
Name	Fowlkes, Rachel D
Position Number	FP169
Employee Number	136823
Role Title	Assistant Professor

  

<b>Responsibilities and Duties/Position Information</b>			
Percent of Duty Total: 100			
3 Records			
Responsibility Statement	All Duties supporting the statement	Percentage of Time	Level of Importance
Supervision of financial	Lead and supervise the financial department of the agency including budget development, budget oversight.	50	High

<b>department</b>	procurement, revenue generation, reconciliation, grant applications and management, and the SWVHEC Foundation. Develop continuing education courses for financial professionals. Develop and initiate sustainable revenue growth for the SWVHEC and SWVHEC Foundation. Serve on the Agency's Executive Management Team		
<b>Serve as Chief Financial Officer</b>	Serve as the Agency's chief financial officer for all matters concerning State budgets, strategic planning, capital construction, and regulatory functions.	25	High
<b>Provide oversight of grant applications</b>	Provide financial advising for R&D grant applications, grant recipients, and the grants administrator.	25	High

### Qualifications (for Staff Positions)

Preferred knowledge, skills and abilities for an individual performing this position:	
Special Licenses, Registration, or Certification	
Education or Training (cite major area or study):	
Level and Type of Experience:	

### EDUCATION

Required Education	
What is the minimum level of formal education required to successfully perform the duties and responsibilities of the position? Choose one	Bachelor's Degree
If any specific degree/training is required, please specify	Bachelor's Degree in Accounting and Certified Public Accountant licensure.
Preferred Education	
What level of education is preferred to successfully perform the duties and responsibilities of the position? Choose one	Master's Degree
If any specific degree/training is preferred, please specify type	Master's in Business Administration, Accounting, or finance. A bachelor's degree with licensure as a Certified Public Accountant will be considered in lieu of a Master's degree.

### EXPERIENCE AND CERTIFICATION



Required Experience	Considerable - 4 to 7 years
If any experience is required, please specify kind of experience	Experience in business accounting. Demonstrated experience in the generation of revenue.
Preferred Experience	Extensive - 7 years plus
Preferred Experience If any experience is preferred, please specify kind of experience:	Experience working in both for profit and governmental organizations, working with mergers and acquisitions, and SEC filings, and in the leadership of teams.
Required License or Certification	No
If yes, what is the required license or Certification?	
Is Health Care License Required?	No
Preferred License or Certification	Yes
If yes, what is the preferred License or Certification?	Certified Public Accountant licensure

#### KNOWLEDGE, SKILLS AND ABILITIES

Required Knowledge, Skills and Abilities:	Extensive knowledge of accounting and audit principles.
Preferred Knowledge, Skills and Abilities:	Knowledge of acquisitions, grants.
Required Computer Applications:	Microsoft Office Applications
Preferred Computer Applications:	Oracle

#### Level of Independent Activity (for Staff Positions)

In terms of overall job responsibilities, to what degree does an incumbent determine own work priorities? Choose one.	Determines priorities more than 50% of time
Are there formal guidelines, government regulations, policies that must be followed by the position (Exclude UVA & Commonwealth Human Resource Policies that cover all employees)?	Yes
If yes, please explain. Include what policies, formal guidelines or government regulations are involved:	ARMICS

<p>To what degree does this position require decision-making or problem solving skills as a primary function of the position? (This normally involves analyzing and synthesizing complex information or recommendations from several sources). Choose one.</p>	Overriding job requirement.
<p>State specific examples of decisions made with supervisory guidance AND specific examples of decisions made without supervisory guidance.</p>	<p>With: Strategic planning or any action that requires Interfacing with the Department of Planning &amp; Budget. Without: Working with the businesses within our grant family and the day-to-day management of the finance department.</p>
<p>Does this position have budgetary responsibilities (Normally, would not include single function duties such as data entry or data collection)?</p>	Yes
<p>If yes, please describe the extent of these responsibilities to include number and dollar value of accounts and/or grants. For grants positions, designate pre and/or post award.</p>	<p>This position will have oversight of 2.8 million in state budget monies and 17 million in grant monies.</p>

  

Contacts of Position (for Staff Positions)			
2 Records			
Offices or Organizations	Purpose of Contact	Level of Contact	Frequency of Contact
VA Department of Planning and Budget	Gather and disseminate information	Outside UVA	As Needed
University of Virginia	Gather and disseminate information	Inside and Outside UVA	As Needed

  

Reporting Relationships (for Staff Positions)				
4 Records				
Type of Report:	Title:	Number of Positions At This Title:	Total FTE:	If Titles, Number of Positions and Total FTE are not known, indicate the circumstances when position will supervise others:
Direct	Business Manager	1	1	
Direct	Administrative Assistant	1	1	
Indirect	Director, Clean Energy	1	1	
No Response	Grants Administrator	1	1	



**Working Conditions and Physical Requirements (for Staff Positions)****Environment**

Check the appropriate box(es) that best describes the environment in which the primary function of the position is performed.

Office Environment

If you have indicated "Other Environment," if work tasks involve one or more of the above, or if further explanation is necessary, please use the space provided.

**Working Conditions & Exposures**

Please describe in more detail any of the conditions answered with "Yes."

There is a chance that the candidate would visit new industrial sites, etc. that would be in the construction or renovation phase.

**Physical Requirements**

Describe any of the conditions selected above that are in excess of 26% time.

**Committee Comments**

Comments:

Date

Signature of Employee

Date

Signature of Supervisor

Date

Signature of Hiring Authority

Name and Classification

February 27, 2012

Depart of Human Resources  
University of Virginia  
914 Emmet Street  
Charlottesville, Virginia 22904

RE: Application of Employment for Posting Number: 0609279

Dear Sir/Madam,

Attached you will find my application for the CFO position, posting number 0609279, with the Southwest Virginia Higher Education Center in Abingdon, Virginia. I am a native of Abingdon and have an extensive background in business and finance. The Southwest Virginia Higher Education Center is an extraordinary place for our community. I would consider it a privilege to work as part of the management team that provides such unique educational, cultural and business opportunities for our area.

I look forward to speaking with you in the near future about this opportunity.

Sincerely

William D. Carmack



## RESUME

William D. Carmack  
550 N. Court Street  
Abingdon, Virginia 24210  
276-628-7522  
[duffycarmack@hotmail.com](mailto:duffycarmack@hotmail.com)

### Education:

MBA (1999) California Costal University

Bank Management: (1989) University of Virginia Diploma

B.A. (1978) Emory and Henry College

### Work Experience:

1999 – Present: CEO Eye Physicians of Southwest Virginia. Responsible for fiscal operations, marketing, human resources, compliance and training for regional Ophthalmology practice. Established two Optical Centers responsible for inventory control and financial operations of each.

2005- Present: President Carmack Healthcare Management, LLC.  
Clients include:

**Administrator for Johnston Memorial Hospital's Ambulatory Surgery Center.**  
Participated in research and development of this unique center including applying for Certificate of Need with the Commonwealth of Virginia and obtaining all licenses with the Virginia Department of Health and the DEA. Responsible for the daily oversight and operations of the facility. Budget preparation, supervision of 28 employees. Also manage the real estate and equipment holding companies that own and equip this facility.

**Consulting Manager Abingdon Ear Nose and Throat.** Provide periodic support in management and training for daily operations. Assist in capital budget process and recruitment of physicians for practice expansion. Attend monthly meeting of Board of Directors to assist physicians in the management and development of their private practice.

1995- 1999: COO and Director of Contracted Care Johnston Memorial Hospital: Responsible for the operations and fiscal management of following departments; Emergency, Case Management, Quality Management, Utilization Review, Industrial Health and Social Work. Worked as part of senior administration

1985-1995: SVP Bank of America. Managed one of the largest retail banking centers in the Commonwealth with loans and deposits approximating 97 million dollars. Responsibilities included loan and investment approval. Annual budget preparation, managing in excess of 30 employees, community marketing and economic development.

1983-1985: Executive Director Washington County Chamber of Commerce. Responsible for the Economic and Tourism Development for Washington County of Virginia. Worked closely with the Virginia Department of Economic Development to plan and implement Industrial Parks and recruit industry and business into our community.

1981-1983: Virginia Employment Commission (CETA Division). Worked as a Contract Officer for the VEC to take funds from the Department of Labor and establish On-The-Job Training Programs within private industry through 13 counties of Southwest Virginia.

1978-1981: Math Teacher Washington County Public Schools.

**Community Activities:**

Member of Abingdon Rotary Club

President of the Johnston Memorial Community Foundation Board

Chairman of the Washington County Board of Zoning Appeals

Past Member of the Foundation of Washington County Public Library

Past President Washington County Chamber of Commerce

Member of Sinking Spring Presbyterian Church

[Close Window](#)

## Staff Application

Posting Number: <b>0609932</b>	Title: <b>Accounting Manager C</b>
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## Personal Information

First Name: <b>William</b>	Middle Name or Initial: <b>Duff</b>	Last Name: <b>Carmack</b>	Suffix (eg. Jr., Sr., III, etc.):
Preferred Name (Nickname): <b>Duffy</b>	Address: <b>550 Court Street</b>	Address 1:	Address 2:
City: <b>Abingdon</b>	State (enter Not Applicable if a non US address): <b>Virginia</b>	Zip Code: <b>24210</b>	Country: <b>United States of America</b>
Home Phone  (format: US xxx-xxx-xxxx or International xx-xxx-xxx-xxxx): <b>276-628-7522</b>	Business Phone  (format: US xxx-xxx-xxxx or International xx-xxx-xxx-xxxx): <b>276-628-3118</b>	Cell Phone  (format: US xxx-xxx-xxxx or International xx-xxx-xxx-xxxx): <b>276-356-9778</b>	Email Address: <b>duffycarmack@hotmail.com</b>
Are you at least 16 years of age or older?: <b>Yes</b>	Have you ever worked at UVA before?: <b>Yes</b>	If yes, indicate dates of employment and departments: <b>Adjunct Faculty for Business and Finance courses taught at Southwest Virginia Higher Education Center 2007-2009</b>	

## Education Level

Indicate the highest grade completed (elementary through high school only):	If you did not complete high school, do you have high school equivalency diploma?:	Indicate the number of years post high school education: <b>Seven years</b>	Highest Level of Education Completed: <b>Master's Degree</b>
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## Education

## Licenses and Certifications

Name/Type of License or Certification: <b>Virginia Drivers License</b>	License / Certificate Number: <b>T68720646</b>	Licensing / Certifying Agency: <b>DMV</b>	Expiration Date: <b>02/11/2019</b>
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## Employment History

Employer Name: <b>Carmack Healthcare Management</b>	Street Address: <b>550 Court Street</b>	City: <b>Abingdon</b>	State (enter NA if a non US address): <b>Virginia</b>
Country: <b>United States of America</b>	Zip Code: <b>24210</b>	Begin Date: <b>01-2008</b>	End Date (leave blank if still employed):



## Applicant Information

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Currently Employed?: <b>Yes</b>	Job Title: <b>President</b>	Work Performed: <b>Under the structure of an LLC I provide management and consulting services to various physician practices and a local ambulatory surgery center. Included in this is budget development, negotiation and procurement of insurance contracts and medical equipment. I currently supervise and direct 41 employees serving in various positions within these organizations. I provide accounting and financial services, recruitment of employees and physicians, maintain compliance policies as dictated by Department of Health and Human Services along with Medicare. Provide overall management of professional practices and surgery center operations.</b>	Name while employed, if different from present:
Starting Salary: <b>95,000</b>	Most Recent/Ending Salary: <b>140,000</b>	Supervisor Name: <b>William F. Prestowitz, M.D.</b>	Supervisor Email  (format: valid email address xxxxx@xxxxxxxx):
Supervisor Phone (format xxx-xxx-xxxx): <b>276-628-3118</b>	Reason for Leaving: <b>currently employed</b>	May we contact this Employer?: <b>No Response</b>	

Employer Name: <b>University of Virginia</b>	Street Address: <b>Southwest Virginia Higher Education Center</b>	City: <b>Abingdon</b>	State (enter NA if a non US address): <b>Virginia</b>
Country: <b>United States of America</b>	Zip Code: <b>24210</b>	Begin Date: <b>01-2004</b>	End Date (leave blank if still employed): <b>06-2008</b>
Currently Employed?: <b>No</b>	Job Title: <b>Adjunct Professor</b>	Work Performed: <b>Taught variolus classes in the Business Department for UVA at Wise, Abingdon Campus. Courses included Corporate Finance, Stock Investments and Marketing. Worked independently with students to train, tutor and coach with courses where assistance was needed.</b>	Name while employed, if different from present:
Starting Salary: <b>\$2000.00 per semester</b>	Most Recent/Ending Salary:	Supervisor Name: <b>Elizabeth Lowe</b>	Supervisor Email  (format: valid email address xxxxx@xxxxxxxx):
Supervisor Phone (format xxx-xxx-xxxx): <b>276-628-4291</b>	Reason for Leaving: <b>Demands of full time job</b>	May we contact this Employer?: <b>Yes</b>	

## Applicant Information

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Employer Name: <b>Johnston Memorial Hospital</b>	Street Address: <b>16000 Johnston Memorial Drive</b>	City: <b>Abingdon</b>	State (enter NA if a non US address): <b>Virginia</b>
Country: <b>Not Applicable</b>	Zip-Code: <b>24210</b>	Begin Date: <b>03-1995</b>	End Date (leave blank if still employed): <b>12-1999</b>
Currently Employed?: <b>No</b>	Job Title: <b>COO / Director of Managed Care</b>	Work Performed: <b>Negotiated contracts with commercial insurance carriers to provide hospital services to their network. Provided recruitment, supervision, management and budget preparation for the following departments: Emergency, Case Management, Utilization Review, Risk Management, Industrial Health and Quality Management. Developed risk assessment tools to improve quality control within these departments. Served as Community Development Agent to market hospital services to local industry and to resolve issues they had related to Industrial Health or Workers Compensation concerns.</b>	Name while employed, if different from present:
Starting Salary: <b>65,000.00</b>	Most Recent/Ending Salary: <b>80,000.00</b>	Supervisor Name: <b>Clark Beil, CEO</b>	Supervisor Email  (format: valid email address xxxxx@xxxxxxxxx) :
Supervisor Phone (format xxx-xxx-xxxx): <b>276-258-1000</b>	Reason for Leaving: <b>Promotional Growth</b>	May we contact this Employer?: <b>Yes</b>	

Employer Name: <b>Bank of America formally Virginia National Bank</b>	Street Address: <b>261 Main Street</b>	City: <b>Abingdon</b>	State (enter NA if a non US address): <b>Virginia</b>
Country: <b>United States of America</b>	Zip Code: <b>24210</b>	Begin Date: <b>08-1985</b>	End Date (leave blank if still employed): <b>04-1995</b>
Currently Employed?: <b>No Response</b>	Job Title: <b>SVP</b>	Work Performed: <b>Served as Retail Bank Manager and SVP for commercial, retail, agricultural and mortgage lending in Virginia. Managed a loan and deposit portfolio in excess of \$90 million. Responsible for budget preparation, establishment of goals, supervision of 24 people, loan approval investment/financial advice to clients. Implemented operational controls to</b>	Name while employed, if different from present:

## Applicant Information

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		insure office was compliant with local auditors and bank examiners. Initiated participation loans with multiple non-profit organizations to provide new services to our area.	
Starting Salary: 25,000	Most Recent/Ending Salary: 65,000	Supervisor Name: Howard Baucom	Supervisor Email  (format: valid email address xxxxx@xxxxxxxxx) :
Supervisor Phone (format xxx-xxx-xxxx): 276-676-5067	Reason for Leaving: Professional Growth	May we contact this Employer?: Yes	

Employer Name: Washington County Chamber of Commerce	Street Address: 179 E. Main Street	City: Abingdon	State (enter NA if a non US address): Virginia
Country: United States of America	Zip Code: 24210	Begin Date: 01-1983	End Date (leave blank if still employed): 12-1984
Currently Employed?: No	Job Title: Executive Director	Work Performed: As Director was responsible for the current operations and the sustained financial and operational development of the Washington County Chamber of Commerce. Worked with state and local officials to provide industrial development, tourism activities and marketing strategies that made tourism to one of the largest businesses in our town. Compiled grant applications for industrial park development including utilities and transportation services. Served as Secretary/Treasurer for the Industrial Development Authority which arranged for bond funding of industrial development activities.	Name while employed, if different from present:
Starting Salary: 22,00	Most Recent/Ending Salary: 25,000	Supervisor Name: Suzanne G. Lay	Supervisor Email  (format: valid email address xxxxx@xxxxxxxxx) :
Supervisor Phone (format xxx-xxx-xxxx): 276-628-8141	Reason for Leaving: Professional Development	May we contact this Employer?: Yes	

Employer Name: Virginia Employment Commission CETA Division	Street Address: 487 W Main Street	City: Abingdon	State (enter NA if a non US address): Virginia
Country:	Zip Code:	Begin Date:	End Date (leave blank if still



## Applicant Information

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Not Applicable	24210	01-1981	employed): 07-1982
Currently Employed?: No	Job Title: Contracting Officer	Work Performed: VEC had a regional office in Abingdon for the administration of CETA funds to the 13 counties in Southwest Virginia. Responsible for distributing Federal money from the Department of Labor to local industry to create job training programs in Southwest Virginia. Office and CETA division no longer exists.	Name while employed, if different from present:
Starting Salary: 18,000	Most Recent/Ending Salary: 21,000	Supervisor Name: Gerald Griswold (deceased)	Supervisor Email  (format: valid email address xxxxx@xxxxxxx) :
Supervisor Phone (format xxx-xxx-xxxx):	Reason for Leaving: Professional growth	May we contact this Employer?: No Response	

Employer Name: Washington County Public Schools	Street Address: 848 Thompson Drive	City: Abingdon	State (enter NA if a non US address): Virginia
Country: United States of America	Zip Code: 24210	Begin Date: 12-1977	End Date (leave blank if still employed): 12-1979
Currently Employed?: No Response	Job Title: Elementary Math Teacher	Work Performed: Taught 7th grade math	Name while employed, if different from present:
Starting Salary: 8,000	Most Recent/Ending Salary: 12,000	Supervisor Name: Donald Thayer	Supervisor Email  (format: valid email address xxxxx@xxxxxxx) :
Supervisor Phone (format xxx-xxx-xxxx): 276-628-6179	Reason for Leaving: Professional Development	May we contact this Employer?: Yes	

## Miscellaneous Information

Additional Information (Use this space to include training, seminars, workshops, special achievements, specialized skills):  My community contacts and leadership skills have allowed me, along with a group of local individuals, to create a Community Foundation for our local Hospital. I serve as Chairman of this Foundation and have had great success raising	Have you ever been convicted of a misdemeanor?  (A conviction does not automatically disqualify you from all jobs. The relevance and significance of a conviction will be determined by many factors including the time, circumstances, and severity of the offense, and the extent to which it is related to the job for which you are applying). No	If yes, please provide the following:  Description of offense, statute of ordinance, date of charge, date of conviction, and County/City/State of conviction:	Have you ever been convicted of a felony?  (A conviction does not automatically disqualify you from all jobs. The relevance and significance of a conviction will be determined by many factors including the time, circumstances, and severity of the offense, and the extent to which it is related to the job for which you are applying). No
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## Applicant Information

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<p>money through events, estate planning and sustained giving from local citizens. The money we raise goes to fund health care equipment needs or to assist economically challenged individuals with health services that they would not otherwise receive.</p> <p>I serve as the Court Appointed Chairman of the Washington County Board of Zoning Appeals. This committee of 7 hears and rules on appeals for local zoning issues as they relate to building permits and zoning ordinances within our County.</p> <p>I have served multiple terms on the Abingdon Rotary Club's Board of Directors.</p> <p>Past President of the Washington County Chamber of Commerce.</p> <p>Active in multiple leadership roles within community activities and church.</p>			
<p>If yes, please provide the following:</p> <p>Description of offense, statute of ordinance, date of charge, date of conviction, and County/City/State of conviction:</p>	<p>Have you ever been convicted of any moving traffic violations?</p> <p><i>(A conviction does not automatically disqualify you from all jobs. The relevance and significance of a conviction will be determined by many factors including the time, circumstances, and severity of the offense, and the extent to which it is related to the job for which you are applying).</i></p> <p>No</p>	<p>If yes, please provide the following:</p> <p>Description of offense, statute of ordinance, date of charge, date of conviction, and County/City/State of conviction:</p>	<p>Will you accept employment which requires you to travel?:</p> <p>Yes</p>

## References

<p>Name:</p> <p>Sean McMurray, CEO Johnston Memorial Hospital</p>	<p>Phone Number</p> <p>(format: US xxx-xxx-xxxx or International xx-xxx-xxx-xxxx):</p> <p>276-258-1000</p>	<p>Email Address:</p> <p>mcmurrayss@msha.com</p>	<p>Professional Relationship:</p> <p>Worked in multiple roles with Sean for over 5 years</p>
<p>Name:</p> <p>Timothy G. McGarry, M.D.</p>	<p>Phone Number</p> <p>(format: US xxx-xxx-xxxx or International xx-xxx-xxx-xxxx):</p> <p>276-628-1207</p>	<p>Email Address:</p> <p>tgm4bones@yahoo.com</p>	<p>Professional Relationship:</p> <p>Worked with Dr. McGarry in various roles over past 14 years</p>

Name:	Phone Number	Email Address:	Professional Relationship:
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## Applicant Information

Page 7 of 8

Marsha A. Gilliam	(format: US xxx-xxx-xxxx or International xx-xxx-xxx-xxxx):  276-628-4121	magilliam@eva.org	Worked with Marsha in organizing and developing JMH Community Foundation
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## Additional Information

For purposes of compliance with The Immigration Reform and Control Act, are you legally eligible for employment in the United States?:  Yes	Section 2.2-2804 of the Code of Virginia prohibits any board, commission, department, agency, institution, or instrumentality of the Commonwealth from employing a person who is required to present himself and submit to the federal Selective Service registration requirement and failed to do so. If you are/were required to register for the Selective Service, have you done so?  Yes	For purposes of compliance with Section 2.2-2903 of the Code of Virginia, are you a veteran who received an honorable discharge and has (i) provided more than 180 consecutive days of full-time active-duty in the armed forces of the United States or reserve components thereof, including the National Guard, or (ii) has a service-connected disability rating fixed by the United States Veteran Affairs?  No	If yes, did you serve during the Vietnam Conflict, 2/28/61 to 3/7/75?:  No
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## Supplemental Questions

Please describe your previous accounting experience.  
I have over 25 years of budget preparation experience which includes strategic planning, project development, creating income/revenue expense reports. I have processed payroll, posted to general ledger, performed audits, reviewed reports and tax returns. Have completed financial analysis to determine cashflows, debt coverage and ratios used as multiple financial indicators. Have created 2 LLC's complete with necessary filings to the State Corporation Commission. Have created many proformas to justify capital projects or obtain bond or commercial financing.

Please describe other work experience relevant to this Posting.  
I have had the opportunity to plan and oversee construction on multiple capital projects: Medical Complex, Branch Banks, Ambulatory Surgery Center. I have been involved in the full project scope including: planning, design, bid hearings, awarding of contracts, working daily with contractors and inspector, obtaining financing and working with interior designers through completion.

My previous positions always involved supervision and leadership of multiple individuals. I relate well to people and have great success in establishing a standard or goal and leading others to that point. I do this through various ways including: Explaining the purpose of the goal, how the group or organization will benefit from this, possible ways to achieve this goal, ask for ideas from the individual and insure verbal "by-in". I follow-up to insure progress and provide additional coaching if necessary.

What best describes your experience working in a foundation or non-profit organization?  
Considerable Experience (4 to 7 years)

## Agreement

I understand that employment requires proof of eligibility to work in the United States according to the Immigration Reform and Control Act of 1988 and I will be able to provide the needed documentation to show my identity and eligibility upon hire.

I certify that the information contained in my application materials (e.g. this form, my resume, curriculum vitae, etc.) are true and correct to the best of my knowledge and belief and, in this connection, understand and agree that any misrepresentation, omission, or falsification of information provided herein constitutes grounds for immediate dismissal and may disqualify me for future employment at the University of Virginia. I hereby authorize the University of Virginia to verify my past and present employment, education and such other activities as are related to these application materials. I agree to cooperate in such inquiry and hereby release the University of Virginia from all responsibility or liability. I agree to submit to such pre-employment tests as may be deemed necessary by the University of Virginia and I understand that successful completion of such tests is in accordance with standards established by the University. In consideration of my employment by the University of Virginia, I agree to conform to and abide by all of its rules, policies and regulations.

I hereby authorize my past and present employers, schools, institutions, and all individuals, partnerships, associations or corporations and any other references to provide any information they may have regarding me. I hereby release them and other organizations from all liability, claims and causes of action for issuing same.

I understand that, if applicable, I must be registered with Selective Service.



Applicant Information

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BY SIGNING BELOW, I certify that I have read and agree with these statements.

**William Duff Carmack**

Applicant's Name

Applicant's Signature

Date

[Close Window](#)

William D. Carmack

Job Posting 0609279

CONTACT INFORMATION

Sean McMurray, CEO Johnston Memorial Hospital

1000 Johnston Memorial Drive

Abingdon, Virginia 24211

Phone: 276-285-2860

Email: [mcmurrayss@msha.com](mailto:mcmurrayss@msha.com)

Timothy G. McGarry, M.D.

371 Augusta Drive

Abingdon, Virginia 24211

276-628-1207

[tgm4bones@yahoo.com](mailto:tgm4bones@yahoo.com)

Marsha A. Gilliam

c/o CSE Agency

263 W. Main Street

Abingdon, Virginia 24210

276-628-4121

[magilliam@eva.org](mailto:magilliam@eva.org)

## RESUME

William D. Carmack  
550 N. Court Street  
Abingdon, Virginia 24210  
276-628-7522  
[duffycarmack@hotmail.com](mailto:duffycarmack@hotmail.com)

### **Education:**

MBA (1999) California Costal University –

In addition to the core MBA curriculum I completed courses in Corporate Finance and Health Care Administration. These areas have allowed me to work successfully in Healthcare Management and Private Business Consulting. It also gave me the credentials to teach Business Courses at the College level.

Bank Management: (1989) University of Virginia Diploma

Received intensive training in credit analysis, financial structure, federal regulations, personnel management and bank operations.

B.A. (1978) Emory and Henry College –

In addition to an Bachelor or Arts Degree I received a certification from the Commonwealth of Virginia to teach in the public school system.

### **Work Experience:**

1999 – Present: CEO Eye Physicians of Southwest Virginia. Responsible for fiscal operations, marketing, human resources, compliance and training for regional Ophthalmology practice. Established two Optical Centers responsible for inventory control and financial operations of each.

2005- Present: President Carmack Healthcare Management, LLC.  
Clients include:

**Administrator for Johnston Memorial Hospital's Ambulatory Surgery Center.**  
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**Consulting Manager** Abingdon Ear Nose and Throat. Provide periodic support in management and training for daily operations. Assist in capital budget process and recruitment of physicians for practice expansion. Attend monthly meeting of Board of

Directors to assist physicians in the management and development of their private practice.

1995- 1999: COO and Director of Contracted Care Johnston Memorial Hospital:  
Responsible for the operations and fiscal management of following departments;  
Emergency, Case Management, Quality Management, Utilization Review, Industrial  
Health and Social Work. Worked as part of senior administration



May 9, 2012

Department of Human Resources  
University of Virginia  
914 Emmet Street  
Charlottesville, Virginia 22904

RE: Application of Employment for Posting Number 0609932

Dear Sir/Madam,

Attached you will find my application for the CFO position, posting 0609932, with the Southwest Virginia Higher Education Center in Abingdon Virginia. I am a native of Abingdon and have an extensive background in business and finance. The Southwest Virginia Higher Education Center is an extraordinary institution for our community. I would consider it a privilege to work as part of the management team that provides unique educational, cultural and business opportunities for our area.

I look forward to speaking with you in the near future concerning this opportunity.

Sincerely,

William D. Carmack